BY ORDER OF THE
CHIEF, NATIONAL GUARD BUREAU

AIR NATIONAL GUARD
INSTRUCTION 10-406

18 FEBRUARY 2010

Operations

AIR NATIONAL GUARD
CONVERSION PROCESS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at **www.e-Publishing.af.mil**

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: NGB/A3Z

Supersedes: ANGI 10-406,
10 March 2006

Certified by: NGB/A3
(Col James Witham)
Pages: 28

This instruction implements the Air National Guard conversion process. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at **https://www.my.af.mil/gcss-af61a/afrims/afrims**.

SUMMARY OF CHANGES

This publication has been substantially revised and must be completely reviewed. This publication has been updated to reflect changes to include the planning and programming portion of the conversion process prior to the implementation of any mission changes.

Chapter 1

GENERAL INFORMATION

1.1.   The Air National Guard (ANG) conversion process is the official mechanism for unit activations, deactivations, mission and/or major equipment changes, relocations, integrations/associations and other events which significantly alter or effect the ANG units.

1.2.   The conversion process is implemented to establish new capabilities, enhance current capabilities and/or re-align force structure to meet the requirements set forth by the Department of Defense (DoD), the Air Force (AF), and the respective state and territory.

1.3.   The National Guard Bureau (NGB) is the DoD agent for force and resource management within the ANG. The Air National Guard Readiness Center Commander (ANGRC/CC) assumes day to day responsibility for the management of the ANG, to include the conversion process.

1.4.   The NGB Air Staff coordinates the ANG conversion process with appropriate DoD, Headquarters Air Force (HAF), Major Command (MAJCOM), State and/or Territorial staffs.

1.5.   Based on inputs from various sources, the NGB Air Staff manages the conversion process through a multi-phased process; planning, programming, and execution. In the planning phase, ideas and concepts are weighed against the current and future needs of the DoD, AF, and ANG. In the programming phase, required resources are identified and sourced through the re-allocation of existing resources or the acquisition of new resources, normally through the established Program Objective Memorandum (POM) process. Upon completion of the programming phase, a cross functional team from the NGB Air Staff will implement the conversion by providing guidance, assistance, and resources to the affected unit.

Chapter 2

PLANNING AND PROGRAMMING

2.1. Planning. An executable program is required before the first Site Activation Task Force (SATAF) is conducted due to organizational and/or mission changes as a result of a Base Realignment and Closure (BRAC) action, Total Force Integration (TFI) initiative, or a programmatic action. For the purposes of this instruction, an executable program is one where the requirement is validated and resources are identified and sourced. Additionally, any organizational and/or mission change must be staffed and approved by Headquarters Air Force (HAF), Director ANG (CF), gaining MAJCOM Commander, and Joint Force Headquarters (JFHQ)-State before the first SATAF is conducted. TFI initiatives will be approved by CSAF per AFI 90-1001, *Responsibilities For Total Force Integration*.

2.1.1. Organizational and mission changes can either be top driven or bottom up. These changes must be validated through the Air Force Corporate Structure (AFCS); the ANG Corporate Process mirrors the AFCS. The Program Element Monitor (PEM) and Unit Type Code (UTC) functional manager are responsible for coordinating requirements with the gaining MAJCOM and then preparing the proposal to establish the new ANG mission or mission-support capability or organizational construct. The PEM will submit the proposal to its ANG Panel chair for consideration within the ANG Corporate Process and final decision by Director, ANG. The Director shall be the final approval authority for establishing new capabilities in the ANG, and the Director's concurrence signifies a commitment that finite, future-years' resources will be realigned to the proposed capability in the upcoming resourcing exercises.

2.1.1.1. An introduction to the Air Force Corporate Structure and the Planning, Programming, Budgeting, and Execution System can be found in AFI 16-501, *Control and Documentation of Air Force Programs*. Guidance relating to the ANG Corporate Process is located in ANGI 16-501, *Air National Guard Program Change Requests*.

2.1.2. A Site Survey may be required prior to the first SATAF to validate beddown locations and associated costs. NGB/A3Z will be the Office of Primary Responsibility (OPR); the Office of Coordinating Responsibility (OCR) will normally be the Functional Area Manager (FAM) or the PEM.

2.1.2.1. The Site Survey results are compiled into a report, produced by NGB/A3Z, and provided to all directorates to assist in the coordination and consideration of the program. All site survey requests and reports will be accomplished IAW AFI 10-503, *Base Unit Beddown Program*.

2.2. A site beddown request may be required as a result of basing an ANG unit on a non-ANG base per AFI 10-503, *Base Unit Beddown Program* (See paragraph 3.2.1).

2.3. Programming. The programming phase is complex. Each new program must compete for resources among other new (Director, ANG-approved) and established programs. This is the phase where the foundation is laid for program sustainability. Ideally, the program will be adequately resourced to support the organization and/or mission change. It is the PEM's responsibility to make war fighting effects, and the capabilities needed to achieve them, the drivers for resource allocation efforts.

2.3.1. The PEM will advocate for program resourcing via programming exercises, budget formulation, and financial-execution working groups.

2.3.2. The first SATAF can be scheduled once NGB/A8 says there is enough fidelity in the program to execute followed by direction from ANGRC/CC and/or NGB/CF. The PEM shall establish an integrated process team (IPT), composed of (but not limited to) the affected or affecting functional area managers (FAMs) and the NGB/A3Z team chief assigned to the conversion. The IPT should ensure that all of the NGB functionals' needs and concerns are met prior to the SATAF.

Chapter 3

EXECUTION

3.1.   The NGB Air Staff provides guidance, assistance, and resources to the affected units for the timely implementation of the approved program. The execution phase officially begins at the pre-SATAF meeting and/or a point in the conversion process where the program is deemed or directed executable. For TFI initiatives, "Integration Plans" required by AFI 90-1001 will be completed prior to beginning this phase. The NGB Action Group, NGB/A3Z, is the lead agency for the facilitation of the execution phase of the conversion process.

3.2. NGB/A3Z is the OPR for all conversion related visits:

3.2.1. Site Survey.

3.2.1.1. A "Site Survey" is used to gather initial information, to identify first hand facility requirements, including new construction, modification of existing facilities, workarounds required to implement a conversion to a new weapon system, mission, or unit relocation, and possibly communications requirements. For flying units, availability of adequate training airspace and ranges should also be examined during the Site Survey.

3.2.1.2. A "Site Survey" normally includes representatives from NGB/A7, NGB/A6, and NGB/A3, but can include other directorates as required.

3.2.1.3. Approval Authority**.** NGB/A3, in coordination with NGB/A7, is the approving authority for site survey requests involving ANG real property.

3.2.1.4. An exception to this is an "Environmental Site Survey", which is conducted by NGB/A7.

3.2.1.5. "Site Survey" requests are required to be completed IAW AFI 10-503.

3.2.1.6. A "Site Survey" report will be compiled from the trip reports by NGB/A3Z from all the functional area representatives.

3.2.2. Site Visit.

3.2.2.1. A "Site Visit" is conducted to validate existing data and/or to gather additional data. It can be used to make first contact with a converting unit and to provide a "vector check" with on-going actions.

3.2.2.2. A "Site Visit" normally is conducted with NGB/A3Z as the lead; and representatives, normally the PEM, FAM, and/or concept sponsor from other directorates as required by the conversion and specific purpose of the Site Visit.

3.2.2.3. A "Site Visit" will have the following structure:

3.2.2.3.1. Site Visit In-Briefing

3.2.2.3.2. This will provide an explanation as to why the visit is being conducted, schedule of the visit, and introduction of team members.

3.2.2.3.3. Site Visit Working Groups

3.2.2.3.3.1. The number and make-up of the working groups will be dependent by the conversion and purpose of the visit.

3.2.2.3.4. Site Visit Out-Briefing

3.2.2.3.4.1. This will provide an overview of what was accomplished during the visit and any findings. It may also establish any action items and assign an office of primary responsibility (OPR)/office of coordinating responsibility (OCR), as required.

3.2.2.3.5. A Site Visit report will be compiled from the trip reports by NGB/A3Z from all the functional area representatives.

3.2.3. The SATAF Visit. A SATAF consists of multifunctional working groups that identify the necessary actions needed to execute the approved program. Depending on the type of action, one or more SATAFs may be required. The first normally occurs about 12 months prior to the actual start of the conversion, or as soon as possible after appropriate documentation (i.e. programmatic, BRAC, TFI, etc.) is completed and funds are available. The SATAF is a dynamic process in which the SATAF team and the field unit work together to identify timelines, shortfalls, actions, and fixes to ensure timely completion of mission changes. This process is to help bridge the funding gap between implementation and the unit reaching an "Initial Operational Capability" (IOC). See Attachment 1 for definition. The conversion process may consist of several actions. Normal conversion actions will last 1-3 years.

3.2.3.1. NGB/A3Z will conduct a pre-SATAF, approximately 2-4 weeks prior to execution of the SATAF. The pre-SATAF meeting is where representatives from all the applicable directorates will provide final coordination for the specified action. In addition, all program actions will be verified against the NGB/A3Z SATAF checklist (Reference NGB/A3Z Guidebook). Upon verification of the checklist, the SATAF may be conducted at the prescribed time.

3.2.3.2. SATAF Objectives.

3.2.3.2.1. Safe, successful, and timely conversion/relocation.

3.2.3.2.2. Assess impact of potential late resources.

3.2.3.2.3. Formulate alternate support procedures, i.e. workarounds.

3.2.3.2.4. Establish information baseline: "No Surprises".

3.2.3.3. Scheduling. A SATAF is scheduled after all mission change requests, [Organization Change Request (OCR), Programming Change Request (PCR), Base Realignment and Closure (BRAC), TFI etc.], have been approved and the resources identified for the change [Unit Manning Document (UMD)]. Exceptions to this must be approved by ANGRC/CC. The FAM, weapons system manager, concept sponsor, and/or

PEM will be responsible for ensuring this is accomplished, and will notify A3Z when the SATAF process can begin.

3.2.3.4. SATAF Participation Requirements. NGB/A3Z will work with the unit, and each NGB directorate, dependent on mission change, to determine SATAF participation requirements.

3.2.3.5. The SATAF visit normally consists of 2-3 days of meetings. During this time, the working groups will discuss issues, develop action items, and report back to the main group at the integration meeting(s). Each working group will have a chairperson (normally from the ANG staff) and a co-chairperson (normally from the unit) who will facilitate the working group. They are responsible for providing the consolidated working group input to the final SATAF report IAW NGB/A3Z guidance. The most common working groups are:

3.2.3.5.1. Facilities (NGB/A7). Military Construction (MILCON), and Sustainment, Restoration, and Modernization (SRM) projects required for the transition. Also, to determine if the present facilities are adequate for the new mission or equipment.

3.2.3.5.2. Maintenance (NGB/A4M). Aircraft/equipment maintenance issues (to include technical order issues, aircraft acceptance teams etc.), contractor support, iron/equipment flow, maintenance trainers, munitions, and formal agreements.

3.2.3.5.3. Maintenance Training (NGB/AlFT, NGB/A4, NGB/A3Z). All training issues required for the transition of maintenance personnel.

3.2.3.5.4. Manpower [NGB/A1M, Human Resources (NGB/HR)]. All manpower issues associated with the action.

3.2.3.5.5. Operations (NGB/A2, NGB/A3, NGB/A7). Any issues involving the primary unit's mission.

3.2.3.5.6. Planning and Resources (NGB/A3Z, NGB/A4R). Resources, reports, command relationships, and support agreements. Topics may include discussions and action items that may not fit into one of the other working groups. Note: NGB/A4R will have NGB/A4RR (Logistics Plans) as the focal point for all SATAF issues that involve NGB/A4R. This includes support agreements, spares, bench stock, obtaining or disposition of equipment, fuels issues and vehicles.

3.2.3.5.7. Spares and support equipment (NGB/A3Z, NGB/A4). Spares and bench stock type items required to perform the new mission. Obtaining equipment required to perform the new mission and disposition of equipment no longer needed.

3.2.3.5.8. Communications and Computers (NGB/A6). Requests for conversion-related Automated/Automatic Data Processing Equipment (ADPE) will be coordinated with the host communications flight or squadron.

3.2.3.5.9. Training (NGB/A1FT, NGB/A3Z). All required personnel actions involving the unit members as a result of this action.

3.2.3.6. A final report will be provided to the unit at the end of the SATAF.

3.2.3.7. The SATAF report is the action plan that serves as the step-by-step instructions for accomplishing conversion execution. The report includes, but is not limited to:

3.2.3.7.1. Executive Summary (conversion process assessment).

3.2.3.7.2. SATAF In-Briefing

3.2.3.7.3. Working Group Minutes

3.2.3.7.4. Working Group Action Items

3.2.3.7.5. Instructions for requesting conversion resources ("Financial Plan").

3.2.3.7.6. Instructions for reporting conversion status ("Monthly Commanders Report").

3.2.3.7.7. SATAF Out-Briefing

3.2.3.8. The SATAF report will also provide an assessment of the conversion action and process at the time of the SATAF. The assessment criteria used are:

3.2.3.8.1. GREEN - program or action on track, objective and timing attainable.

3.2.3.8.2. YELLOW - high-risk workarounds and/or insufficient information available for program assessment.

3.2.3.8.3. RED - program or action objective will not be attained and/or prescribed timelines will not be met.

3.2.3.9. SATAF Report Distribution and Action Item Tracking.

3.2.3.9.1. SATAF Report Distribution

3.2.3.9.1.1. As soon as possible upon completion of the SATAF the A3Z Action Officer will e-mail a copy of the SATAF Executive Summary to the following:

3.2.3.9.1.1.1. ANGRC/CC

3.2.3.9.1.1.2. ANG Workflow - **angworkflow@ang.af.mil**

3.2.3.9.1.1.3. NGB/A3

3.2.3.9.1.1.4. NGB/A3Z branch chief

3.2.3.9.1.2. NLT 5 workdays after completion of a SATAF:

3.2.3.9.1.2.1. SATAF report will be posted to the NGB/A3Z Communities of Practices.

3.2.3.9.1.2.2. SATAF report, along with an Action Item summary, will be input into JASMS and routed to all NGB/A-Staff 2-letters for situational awareness and further dissemination within their directorates for any action items assigned to branches within their directorates.

3.2.3.9.2. Action Item Tracking. Action Item tracking is the responsibility of the converting unit. The "Monthly Commanders Report" submitted by the unit while in conversion is the mechanism for tracking the status of action items, identifying problem areas, and for the unit commander to provide an updated assessment of the conversion.

Chapter 4

RESPONSIBILITIES

4.1. Director, Air National Guard (NGB/CF).

4.1.1. Approves and directs program changes.

4.2. Commander, Air National Guard Readiness Center (ANGRC/CC).

4.2.1. Provides oversight and direction for the conversion process affecting all ANG conversions and associations.

4.2.2. Directs the ANG conversion process.

4.3. NGB/A1 will:

4.3.1. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.3.2. Implement, facilitate, and manage all areas of responsibility for conversions (i.e. UMD's, MRV's, training, etc) from the time the programming action is deemed or directed executable until the action reaches Full Operational Capability (FOC). See attachment 1 for definitions.

4.3.3. Provide functional expertise and support to all conversion visits and actions as needed.

4.3.3.1. Submit appropriate documentation for conversion visits IAW guidance provided by A3Z.

4.3.3.2. Validate NGB/A1 line items in the conversion financial plan when notified by NGB/A3Z.

4.3.3.3. Process all assigned conversion action items IAW guidance provided by A3Z.

4.3.4. Serve as the OPR for the creation, management or alteration of all UMD's.

4.3.5. Be the OPR for all formal schools, training requirements, and resources generated from a conversion action. NGB/A3Z will coordinate all conversion related formal training requirements.

4.3.6. Monitor, assist, and support FAMs with conversion related training requirements.

4.3.6.1. FAMs will be responsible for ensuring coordination with NGB/A1FT the capture of UTC training in addition to AFSC training requirements.

4.3.6.2. Assist FAMs in sourcing conversion related non-formal training requirements.

4.3.7. Serve as the OPR for the implementation of new or revised personnel policies affecting a conversion action.

4.3.7.1. Controlled Grades. (A1MP)

4.3.8. Ensure any unfunded requirements are in the appropriate FY funding plan.

4.3.9. Assist the OPR for coordination of bed-down requests as needed.

4.3.10. Serve as OCR for the development of conversion/integration/association related UMD.

4.3.10.1. Integration Plans.

4.3.10.2. MOA's (OPR as required).

4.3.10.3. MOU's (OPR as required).

4.3.10.4. Support Agreements (OPR as required).

4.3.11. OPR for Organization Change Requests (OCR's).

4.3.12. IAW AFI 90-1001, assist NGB/A8/A3 OPR with the development of AF/A8 TFI initiative review documentation and subsequent Integration Plan.

4.4. NGB/A2 will:

4.4.1. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.4.2. Implement, facilitate, and manage all mission areas of responsibility for the conversion from the time the programming action is deemed or directed executable until the action reaches FOC.

4.4.3. Provide functional expertise and support to all conversion visits and actions as needed.

4.4.3.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

4.4.3.2. Validate A2 line items in the conversion financial Plan when notified by NGB/A3Z.

4.4.3.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.4.4. Serve as the OPR for the acquisition, management and disbursement of all mission essential equipment and systems as a result of the conversion action.

4.4.4.1. Ensure any unfunded requirements are in the appropriate FY funding plan.

4.4.5. Manage and forecast officer and enlisted training for the Intelligence career fields.

4.4.5.1. Validate training days/requirements.

4.4.5.2. Work with NGB/A1FT for course allocations and forecasting of requirements.

4.4.6. OCR for new manpower documents as a result of a conversion action.

4.4.7. OPR for training waivers for AFSCs managed by NGB/A2 resulting from a conversion action.

4.4.8. Serves as the OPR for integration plans, if in conjunction with an association or required because of the conversion action.

4.4.9. De-conflict operational scheduling and provide relief for units in conversion.

4.4.9.1. AEF commitments.

4.4.10. Coordinate with NGB/IG for applicable inspection relief for ANG units affected by conversion.

4.4.11. Manage and facilitate IPT for weapons systems and processes which A2 is the OPR.

4.4.12. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.4.13. Assist the OPR for coordination of bed-down requests as needed.

4.4.14. IAW AFI 90-1001, assist NGB/A8/A3 OPR's with the development of AF/A8 TFI initiative review documentation and subsequent "Integration Plan".

4.5. NGB/A3 will:

4.5.1. Provide initial training to all newly assigned FAMs on related responsibilities on a periodic basis. (A3X)

　　4.5.1.1. Provide conversion process/responsibilities training as part of the periodic FAM training. (A3Z)

4.5.2. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.5.3. Implement, facilitate, and manage all mission areas of responsibility for the conversion from the time the programming action is deemed or directed executable until the action reaches FOC.

4.5.4. Manage and facilitate IPT for weapons systems and processes which NGB/A3 is the office of primary responsibility. (FAM/PEM)

4.5.5. OPR for operational aviation waiver requirements derived from a conversion action. (A3O)

4.5.6. OPR for training waivers resulting from a conversion action. (A3T)

4.5.7. OPR for the extension of the conversion timeline. (A3Z)

　　4.5.7.1. Will request through DoD any extension to exceed the normal three year conversion period. (A3Z)

4.5.8. Provide functional expertise and support to all conversion visits and actions as needed.

　　4.5.8.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

　　4.5.8.2. Validate NGB/A3 line items in the conversion FinPlan when notified by NGB/A3Z.

　　4.5.8.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.5.9. Manage, forecast and validate officer and enlisted training for A3 responsible career fields.

　　4.5.9.1. Work with NGB/A1FT for course allocations and forecasting of requirements.

4.5.10. OCR for new manpower documents as a result of a conversion action.

4.5.11. OPR for the management and redistribution of associated mission equipment as a result of a conversion action.

4.5.12. OPR for the management and redistribution of aviation Unit Training Devices (UTDs) and simulators as a result of a conversion action. (A3T)

4.5.13. De-conflict all changes in operational requirements based on the conversion action. (A3X)

4.5.13.1. Changes in airspace and range requirements for "Mission Design Series" (MDS) changes. (A3A)

4.5.13.2. Analyze AEF implications and any changes required in AEF Unit Type Code (UTC) libraries. Develop or revise Designed Operational Capability (DOC) statements as required. Analyze alert and exercise commitments and resolve issues. (A3X)

4.5.13.3. Update operations policies and procedures to reflect the requirements of associations. (A3O)

4.5.14. Manage year of execution Flying Hour Programs in support of a conversion action. (A3E)

4.5.14.1. Redistribute Flying Hours as necessary. (A3E)

4.5.15. OCR for the development of conversion/integration/association related planning documents. (A3O)

4.5.15.1. Integration Plans.

4.5.15.2. MOA's (OPR as required).

4.5.15.3. MOU's (OPR as required).

4.5.15.4. Support Agreements (OPR as required).

4.5.16. Manage and facilitate the operational Life Support program in support of a conversion action, to include the redistribution of Life Support equipment and systems as a result of a conversion action. (A3OS)

4.5.17. Manage and facilitate the Airfield Management program in support of a conversion action, if required. (A3OS)

4.5.18. Manage and facilitate the Command Post program in support of a conversion action. (A3X)

4.5.19. Provide authorization for reporting C-5 for "Status of Readiness and Training System" (SORTS) and "AEF Reporting Tool" (ART) as a direct result of the conversion action and DOC statements for converting aviation units. (A3X)

4.5.20. Coordinate with NGB/IG for applicable inspection relief for ANG units affected by conversion.

4.5.20.1. Tailored inspections will continue for non-affected essential items such as COMSEC

4.5.21. Implement, facilitate and manage the conversion from the time the programming action is deemed or directed executable until the action reaches IOC. (A3Z)

4.5.21.1. OPR for the scheduling of all conversion-related visits. (A3Z)

4.5.21.2. OPR for the management, validation and distribution of conversion resources via the conversion financial plan. (A3Z)

4.5.22. OPR for coordination of bed-down requests. (A3Z)

4.5.23. Identify conversion costs to appropriate PEM for inclusion in programming actions. (A3Z)

4.5.24. IAW AFI 90-1001, assist NGB/A8 OPR with the development of AF/A8 TFI initiative review documentation and subsequent Integration Plan.

4.5.25. Serve as the final exercise and deployment participation authority for units in conversion (A3)

4.5.26. Serve as the waiver authority for exercise and deployment relief for units while in conversion. (A3X)

4.6. NGB/A4 will:

4.6.1. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.6.2. Implement, facilitate, and manage all mission areas of responsibility for the conversion from the time the programming action is deemed or directed executable until the action reaches "Full Operational Capability" (FOC).

4.6.3. Provide functional expertise and support to all conversion visits and actions as needed.

4.6.3.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

4.6.3.2. Validate A4 line items in the conversion financial plan when notified by NGB/A3Z.

4.6.3.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.6.4. Provide support and timeline to NGB for logistics requirements, BRAC implementation IPT, "Integration Plan" milestones, and SATAF participation/action items. Logistics Action Officers will monitor all tasks to completion. (A4M)

4.6.5. Serve as the coordinating authority for iron-flow and/or aircraft/munitions disposition plans. (A4M)

4.6.6. Provide recommendations to NGB/A4P for unit specific contract engineering technical support requirements.

4.6.6.1. Ensure any unfunded requirements are in the appropriate FY funding plan. (A4M)

4.6.7. OCR for the development of conversion and association related planning documents. (A4M)

4.6.7.1. Integration Plans.

4.6.7.2. MOA's (OPR as required).

4.6.7.3. MOU's (OPR as required).

4.6.7.4. Support Agreements (OPR as required). (A4RX)

4.6.8. Ensure proper coordination between "Air Logistics Center Technical Order Distribution Office" (ALC-TODO) and owning agencies for the appropriate tech data availability for MDS employment. (A4M)

4.6.9. OPR for ensuring that units have proper "Career Field Education Training Program" (CFETP), CDCs, and training plans to ensure maintenance personnel are qualified for MDS specific tasks. (A4, A4 CFFMs).

4.6.9.1. Ensure unit compliance with training requirements before MDS employment. (A4M)

4.6.10. Identify "Common Support Equipment" (CSE) to maintain for incoming MDS. Will coordinate with the unit when needed. (A4RM)

4.6.11. Provide direction for redistribution/turn in of excess MDS equipment. (A4RM)

4.6.12. Provide guidance to the affected unit(s) to help identify the organization/shop codes required in the activation of the MDS to the NGB/A4RM respective Weapons System Manager.

4.6.12.1. Organization codes will be loaded as necessary. (A4RM)

4.6.13. Provide guidance to the unit to process mission change data for the MDS activation. (A4RM)

4.6.14. Provide guidance for disposition of "Mission Ready Spares" (MRSP) assets. (A4RM)

4.6.15. Ensure "Second Destination Travel" (SDT) funds are provided. (A4RD)

4.6.16. Ensure traffic management functions are operational. (A4RD)

4.6.17. Ensure deployment capabilities are operational. (A4RD)

4.6.18. Ensure data automation systems, such as "Cargo Movement Operations System" (CMOS), "On-Line Vehicle Interactive Management System" (OLVIMS), "Automated Fleet Information System" (AFIS), "Computer Automated Information System" (CAFIS) and "Dispatch Automated Information System" (DAFIS) are operational. (A4RD)

4.6.19. Validate vehicle justifications, authorizations and utilizations. (A4RD)

4.6.20. Acquire, dispose or redistribute vehicles, facilities and equipment. (A4RD)

4.6.21. Assist the OPR for coordination of beddown requests as needed. (A4)

4.6.22. IAW AFI 90-1001, assist NGB/A8/A3 OPR with the development of AF/A8 TFI initiative review documentation and subsequent Integration Plan.

4.7. NGB/A6 will:

4.7.1. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.7.2. Implement, facilitate, and manage all mission areas of responsibility for the conversion from the time the programming action is deemed or directed executable until the action reaches "Full Operational Capability" (FOC).

4.7.3. Provide functional expertise and support to all conversion visits and actions as needed.

4.7.3.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

4.7.3.2. Validate NGB/A6 line items in the conversion financial plan when notified by NGB/A3Z.

4.7.3.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.7.4. Serve as the OPR for the programming and planning for all information technology, communications-computer Systems, and telecommunication circuits.

4.7.5. Serve as the OPR for funding and training specific to "Communications and Information" (C&I) systems. Also serves as OPR for manpower for traditional C&I units in the Base Comm, Combat Comm, and Engineering Installation units.

4.7.6. OCR for the development of conversion/integration/association related planning documents.

4.7.6.1. Integration Plans.

4.7.6.2. MOA's (OPR as required).

4.7.6.3. MOU's (OPR as required).

4.7.6.4. Support Agreements (OPR as required).

4.7.7. Coordinate with the applicable FAM, PEM, and concept sponsor to ensure all communication requirements are identified.

4.7.8. Identify requirements and coordinate with the "Systems Telecommunication Manager – Base Level" (STEM-B) to ensure all conversion C&I requirements are captured in the base blueprint and "C4 Implementation Planning System" (CIPS).

4.7.9. Coordinate with NGB/A7C to ensure communication infrastructure requirements are included in "Military Construction" (MILCON) funding and are identified and funded for "Sustainment, Restoration, and Modernization" (SRM) projects.

4.7.10. Oversee the installation or removal of equipment such as telephone switches, etc., or software modifications or application upgrades are complete in time to satisfy base closure and realignment schedule constraints, as applicable.

4.7.11. Serve as the OPR and authority for C&I support of a conversion action.

4.7.12. OPR for C&I systems installation in support of a conversion action.

4.7.13. Coordinate with local telecommunication companies (TELCO) to identify circuit actions requirements.

4.7.14. Provide guidance, if required, for mutually agreed upon phased timeline(s) for execution of conversion actions.

4.7.15. Serve as the OPR for the acquisition, management and disposition of all mission essential equipment and systems as a result of the conversion action.

4.7.15.1. Identify excess and request disposition of communications equipment and develop a reutilization plan as appropriate.

4.7.16. Manage the installation or removal of equipment such as telephone switches, air traffic control systems, etc., or software modifications or application upgrades are complete in time to satisfy base closure and realignment schedule constraints, as applicable.

4.7.17. Serve as focal point for processing "Information Technology/National Security Systems" (IT/NSS) requirements.

4.7.18. Provide in-house maintenance repair and minor construction support for conversion related actions.

4.7.19. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.7.20. Coordinate with NGB/IG for applicable inspection relief for ANG units affected by conversion.

4.7.21. Assist the OPR for coordination of bed-down requests as needed.

4.7.22. IAW AFI 90-1001, assist NGB/A8/A3 OPR with the development of AF/A8 TFI initiative review documentation and subsequent "Integration Plan".

4.8. NGB/A7 will:

4.8.1. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.8.2. Implement, facilitate, and manage all mission areas of responsibility for the conversion from the time the programming action is deemed or directed executable until the action reaches FOC.

4.8.3. Provide functional expertise and support to all conversion visits and actions as needed.

4.8.3.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

4.8.3.2. Validate NGB/A7 line items in the conversion financial plan when notified by NGB/A3Z.

4.8.3.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.8.4. Manage, forecast and validate officer and enlisted conversion related AFSC qualification training for responsible AFSCs.

4.8.4.1. Work with NGB/A1FT for course allocations and forecasting of requirements.

4.8.5. OCR for new manpower documents as a result of a conversion action.

4.8.5.1. Ensure any unfunded requirements are in the appropriate FY funding plan.

4.8.6. OPR for training waivers resulting from a conversion action for responsible AFSCs.

4.8.7. OPR for the management and redistribution of SF specific equipment as a result of a conversion action. (A7S)

4.8.8. Serves as the OPR for integration plans, if in conjunction with an association or required because of the conversion action.

4.8.9. Assists the OPR for coordination of bed-down requests as needed.

4.8.10. Coordinates with the OPR for relief of status reporting for SORTS/ART as a direct result of the conversion action as needed for responsible units.

4.8.11. De-conflict operational scheduling/provides relief for units in conversion for responsible units.

4.8.11.1. AEF commitments.

4.8.11.2. Mobilization selections.

4.8.11.3. Exercises.

4.8.12. Coordinate with NGB/IG for applicable inspection relief for ANG units affected by conversion.

4.8.12.1. Tailored inspections may continue for non-affected essential items such as COMSEC or Installation Security Program.

4.8.13. Manage and facilitate IPT's for weapons systems and processes which A7S is the OPR. (A7S)

4.8.14. Serve as the OPR for operational waiver requirements derived from a conversion action.

4.8.15. Manage and facilitate the O&M program in support of a conversion action.

4.8.16. OPR for the management and redistribution of Security Forces (SF) as a result of a conversion action. (A7S)

4.8.17. Manage and facilitate the SF AGR program in support of a conversion action.

4.8.17.1. OPR for the validation, management and redistribution of SF AGR resources

4.8.18. OPR for coordination of facility requests.

4.8.18.1. Manage and coordinate facility requests with all applicable agencies as required by the conversion action.

4.8.18.2. De-conflict facility requirements differences based on the conversion action.

4.8.19. Provide environmental input, focusing predominantly on National Environmental Protection Act (NEPA) requirement for conversion action.

4.8.20. Prepares or directs unit to prepare NEPA documentation and future Base Operating Support (BOS) requirements in support of conversion action.

4.8.21. OPR for all environmental requirements programming for conversion action.

4.8.22. OCR for the development of conversion/integration/association related planning documents.

4.8.22.1. Integration Plans.

4.8.22.2. MOA's (OPR as required).

4.8.22.3. MOU's (OPR as required).

4.8.22.4. Support Agreements (OPR as required).

4.8.23. IAW AFI 90-1001, assist NGB/A8/A3 OPR with the development of AF/A8 TFI initiative review documentation and subsequent Integration Plan.

4.8.23.1. Serve as OPR for the TFI "Initiative Review Worksheet" IAW 90-1001.

4.9. NGB/A8 will:

4.9.1. Provide functional area expertise (i.e. BRAC, TFI, PEM, etc) and support to conversion visits and actions as required to support conversion actions.

4.9.1.1. Submit appropriate documentation for conversion visits (i.e. Working Group minutes, Out-Briefing bullets, visit Executive Summary inputs, etc) IAW guidance provided by NGB/A3Z during the visit when serving as a working group chairperson.

4.9.1.2. Process all assigned Site Visit or SATAF action items, as assigned during the visit. If deemed that A8 is not the appropriate office of primary responsibility, assist NGB/A3Z in determining which office should be assigned the action item.

4.9.2. Notify NGB/A3Z of new missions, or mission changes, that are being considered for NGB/A3Z situational awareness and conversion management programming/scheduling.

4.10. NGB/SG will:

4.10.1. Provide guidance on occupational health issues, to include industrial hygiene surveillance of changing work areas and occupational health medical examination requirements.

4.10.2. Coordinate and facilitate conversion planning and programming actions until the conversion action is deemed or directed executable.

4.10.3. Implement, facilitate, and manage all SG mission areas of the conversion from the time the programming action is deemed or directed executable until the action reaches "Full Operational Capability" FOC.

4.10.4. Provide functional expertise and support to all conversion visits and actions as needed.

4.10.4.1. Submit appropriate documentation for conversion visits IAW guidance provided by NGB/A3Z.

4.10.4.2. Validate NGB/SG line items in the conversion financial plans when notified by NGB/A3Z.

4.10.4.3. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.10.5. OCR for new manpower documents as a result of a conversion action.

4.10.6. OPR for SG AFSC training waivers resulting from a conversion action.

4.10.7. Serves as the OPR for integration plans, if in conjunction with a medical mission association or required because of the conversion action.

4.10.8. De-conflict operational scheduling and provide relief for SG units in conversion.

    4.10.8.1. AEF commitments.

4.10.9. Coordinate with NGB/IG for applicable inspection relief for ANG SG units affected by conversion.

4.10.10. Manage and facilitate IPT for human weapons system and processes which SG is the office of primary responsibility.

4.10.11. Assist the OPR for coordination of bed-down requests as needed

4.10.12. IAW AFI 90-1001, assist NGB/A8/A3 OPR with the development of AF/A8 TFI initiative review documentation and subsequent "Integration Plan".

4.10.13. Approve/validate medical portions of "Host-Tenant Support Agreements".

4.11. Program Element Monitors (PEMs) will:

4.11.1. Notify NGB/A3Z of new missions, or mission changes, that are being considered for NGB/A3Z situational awareness and conversion programming/scheduling.

4.11.2. Provide mission area expertise and support to conversion visits and actions as required, when FAM is not present.

    4.11.3.1. Submit appropriate documentation for conversion visits (i.e. Working Group minutes, Out-Briefing bullets, visit Executive Summary inputs, etc) IAW guidance provided by NGB/A3Z during the visit when servings as a Working Group chairperson during a visit. (Reference NGB/A3Z Guidebook 2 (see Attachment 1))

    4.11.3.2. Process all assigned Site Visit or SATAF action items, as assigned during the visit. If deemed that the inappropriate office was assigned as the office or primary responsibility assist NGB/A3Z in determining which office should be assigned the action item.

4.11.4. Provide NGB/A3Z a copy of submitted Program Change Requests (PCR).

4.11.5. Provide NGB/A3Z a copy of submitted Organizational Change Requests (OCR).
4.11.6. Provide NGB/A3Z a copy of aircraft transfer requests and messages.

4.12. Functional Area Managers (FAM) will:

4.12.1. Utilize the FAM checklist. Reference NGB/A3Z Guidebook 2 (see Attachment 1)

4.12.2. Provide functional area expertise and support to conversion visits and actions as required, when FAM is not present.

    4.12.2.1. Submit appropriate documentation for conversion visits (i.e. Working Group minutes, Out-Briefing bullets, visit Executive Summary inputs, etc) IAW guidance provided by NGB/A3Z during the visit when servings as a Working Group chairperson during a visit. (Reference NGB/A3Z Guidebook 2 (see Attachment 1))

    4.12.2.2. Process all assigned Site Visit or SATAF action items, as assigned during the visit. If deemed that the inappropriate office was assigned as the office or primary

responsibility assist NGB/A3Z in determining which office should be assigned the action item.

4.12.2.3. Validate appropriate line items in the conversion financial plan when notified by NGB/A3Z.

4.12.3. Assist NGB/A3Z as the OPR for mission area training in determining training requirements above initial AFSC award training required during the units conversion.

4.12.3.1. Assist NGB/A3Z in identifying non-formal training requirements associated with the conversion action.

4.12.3.2. Project, when possible, and coordinate with NGB/A1FT conversion non-AFSC training requirements.

4.12.4. Coordinate with NGB/IG for inspection relief for ANG units in conversion.

4.13. Field Units will:

4.13.1. Provide functional expertise and support to the conversion action IAW NGB/A3Z guidance (reference NGB/A3Z Guidebook 1 (see Attachment 1)).

4.13.1. Process all assigned conversion action items IAW guidance provided by NGB/A3Z.

4.13.2. Provide post SATAF action item status reporting and perform follow-on actions IAW NGB/A3Z guidance (reference NGB/A3Z Guidebook 1 (see Attachment 1)).

4.13.2.1. Track the status of all SATAF report action items. Coordinate with all action item OPRs for status.

4.13.2.2. Submit the monthly commanders report to NGB/A3Z and all applicable agencies, by the first duty day of each month.

4.13.3. Request and execute conversion funding IAW NGB/A3Z guidance (reference NGB/A3Z Guidebooks 1 and 6 (see Attachment 1)).

4.13.4. Coordinate unit exercises and deployments with NGB/A3Z while a unit is in conversion.

4.14. Units will not attend exercises and deployments while in conversion unless waived by NGB/A3.

HARRY M. WYATT III, Lt General, USAF
Director, Air National Guard

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References:

NGB/A3Z Guidebook 1, *ANG Unit & Unit SATAF Program Manager Guidebook*, 13 August 2009

NGB/A3Z Guidebook 2, *ANG Directorate & Functional Area Program Manager SATAF Guidebook*, 26 March 2008

NGB/A3Z Guidebook 3, *ANG SATAF Working Group Chairperson/Co-Chairperson Guidebook*, 25 March 2008

NGB/A3Z Guidebook 4, *ANG SATAF Administrative Support Guidebook*, 25 March 2008

NGB/A3Z Guidebook 5, *ANG SATAF Action Officer and Action Group Specialist*

Guidebook, 25 March 2008

NGB/A3Z Guidebook 6, *SATAF Financial Plan (FinPlan) Guidebook*, 8 September 2009

NOTE: **Please check the NGB/A3Z page for the latest Guidebook versions.**
All NGB/A3Z Guidebooks can be found on the Internet at:

1) AF Portal (**https://www.my.af.mil**): Bases-Orgs-Functional Areas > MAJCOM A-Z Listing >Air National Guard > Sub-Organizations > A3 > A3Z

2) Communities of Practice (CoP): ANG Action Group (under Operations)

URL: **https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter=OO-OP-AN-19**

Abbreviations and Acronyms:

A1—Manpower, Personnel, and Services

A2—Space and Information Superiority

A3—Air, Space and Information Operations

A3Z—NGB Action Group

A4—Logistics

A5—Plans & Requirements

A6—Communications

A7—Installations and Mission Support

A8—Strategic Plans and Programs

ADPE—Automated/Automatic Data Processing Equipment

AETC—Air Education and Training Command

AFLC—AF Logistic Center

AFSC—AF Specialty Code

ANG—Air National Guard

AO—Action Officer

ART—AEF Reporting Tool

BRAC—Base Realignment and Closure

DOC—Designed Operational Capacity

FAM—Functional Area Manager

FINPLAN—Financial Plan

FOC—Full Operational Capability

FTT—Field Training Team

IOC—Initial Operational Capability

IPT—Integrated Process Team

MAJCOM—Major Command

MDS—Mission Design and Series

MILCON—Military Construction

NGB—National Guard Bureau

OCR—Office of Coordinating Responsibility

OCR—Organization Change Request

OPR—Office of Primary Responsibility

PAD—Program Action Directive

PB—Presidents Budget

PCR—Program Change Request

PEM—Program Element Monitor

POM—Program Objective Memorandum

SRM—Sustainment, Restoration, and Modernization

SATAF—Site Activation Task Force

SG—Office of the Air Surgeon

SORTS—Status of Readiness and Training

TFI—Total Force Integration

UMD—Unit Manning Document

UTC—Unit Type Code

Terms:

Action Items—Actions that must be initiated and completed at a specific time to support programming change implementation. Action items that are critical to a particular milestone or milestones are identified as such within each SATAF timeline.

Action Officer—For the purposes of this instruction, an action officer (AO) is an individual assigned to the NGB Action Group (NGB/A3Z) who has the responsibility to organize and conduct a SATAF, validate requirements, and to serve as the unit advocate at National Guard Bureau.

Base Realignment and Closure (BRAC)—BRAC is a process that occurs periodically by the Defense Base Closure and Realignment Commission to assess and recommend closure and realignment of military installations. Once the Commission submits its final recommendation and it is approved, the recommended actions become "must do" actions. The ANG proponent for BRAC-directed actions is the NGB/A8 Analysis Division (NGB/A8Y).

Concept Sponsor—The person or agency responsible for a mission or concept proposal from inception through planning and programming. It is normally the "Functional Area Manager" (FAM) or the "Program Element Monitor" (PEM) but may also be a special office or function.

Critical Action—Action that must be completed/closed to achieve an associated milestone. Also known as: Show Stoppers.

Documented Approval Authority—Program changes require documented approval authority. Following are the primary vehicles accepted as documented approval authority for implementing program changes. (see BRAC, OCR, and PCR).

Field Training Detachment (FTD)—Provides hands-on maintenance training at operational locations. FTD's or their "Mobile Training Teams" (MTT's) are responsible for conducting the training.

Field Training Team (FTT)—An FTT is a team of instructors from AETC who train unit maintenance personnel for approximately 90 days at the converting unit.

Full Operational Capability (FOC)—FOC is when the unit is capable of reporting overall C-2 or better in SORTS, or capable of accomplishing the majority of their tasked mission.

Functional Area Manager—The FAM is the focal point within an ANG staff agency with unique knowledge and responsibility for specific AF Specialty Codes (AFSCs)/mission areas, and is tasked to provide key input to and/or track a program change for that respective functional area. Each ANG FAM should attend Functional Area Manager training provided by AF/A5X, NGB/A3X and NGB/A3Z.

Initial Operational Capability (IOC)—IOC is normally when a unit no longer reports C-5 in SORTS, or when no DOC Statement has been issued, when a unit is 75% in manning, equipment, and training. Not having a DOC Statement is not a reason for staying in a conversion status.   The estimated date is predetermined through a coordinated effort of the Functional/Mission Area Manager, the PEM, the unit, and NGB/A3Z This date is adjustable due to circumstances/limitations. IOC is also the date when a unit is taken out of conversion.

Milestone—A key event identified in the programming change that is essential to the accomplishment of the scheduled programmed objective.

Office of Collateral Responsibility (OCR)—A designated staff office or field-level agency whose input is required to facilitate an Office of Primary Responsibility's (OPR) accomplishment of a particular programming action related responsibility.

Office of Primary Responsibility (OPR)—A designated staff office or field-level agency that is responsible for a particular aspect of a programming action.

Organization Change Request (OCR)—An OCR is a request for an organizational action such as a unit activation, inactivation, redesignation, or variation to a standard structure. An OCR is not required for organizational changes resulting from approved force structure actions.

Program Action Directive (PAD)—PADs are generated at the Air Staff level and are used to direct MAJCOM development of program actions already in the PB or which are to be worked into the PB through standard processes. In some instances, a MAJCOM may request authority to write a PAD or be directed to write a PAD by Air Staff, but this is the exception rather than the rule. The ANG does not initiate PADs.

Program Change Request (PCR)—Air Force program actions are authorized by the President's Budget (PB). Formulation of the PB is a cyclic process. A PCR is a tool, submitted by a MAJCOM or the Air Staff, which is used to initiate proposed out-of-cycle changes to programs contained in the PB.

Program Element Monitor (PEM)—The PEM is the single point of responsibility for all Program Element specific issues and are the experts on all aspects of their assigned program elements. They are responsible for programming resources (equipment, personnel, facilities, etc), scheduling implementation, and working disconnects for all actions within their programs.

Program Action—A proposal or direction for a new mission, mission change or association that requires planning, programming and execution to implement.

Proponent—A Proponent is the ANG staff agency that has overarching responsibility for a particular Air Force program and/or weapons system.

Site Activation Task Force (SATAF)—The SATAF process provides periodic, on-scene assistance to unit-level agencies to accomplish a program objective. It employs appropriate members of the National Guard Bureau (NGB)/ANG and/or supporting command staffs, under the direction of NGB/A3Z. The SATAF structure is comprised of headquarters team members and representation from the affected unites), which are organized into functional working groups. Each working group has an assigned chairperson, who functions under the auspices of the SATAF Team Chief.

Site Survey—An on-site action team led by NGB/A3Z, with representation from NGB/A7, and other ANG staff elements as appropriate, which applies an objective approach to determining facility requirements and estimated associated costs to implement a program change at a given installation/location. A Site Survey can also be used for the determination of new mission beddown requirements and feasibility. The Site Survey may be used as a tool in the decision-making process for a proposed program change, or may be conducted to facilitate planning for a pre-determined program change. The ANG office of primary responsibility for Site Surveys is NGB/A3Z. Some Site Surveys will be multi-command and/or service. Normally the command that owns the facility will be the lead for the Site Survey. In these cases, NGB/A3Z will still be the ANG Team lead but will work closely with the lead command.

Site Visit—An on-site team led by NGB/A3Z, with representation from any agency, as required, to validate existing data and/or to gather additional data. It can be used to make first contact with a converting unit and to provide a "vector check" with on-going actions.

Total Force Integration—The dynamic and effective integration of all Air Force components to provide unparalleled air, space, and cyberspace power for the joint war fighter. Planning guidance for TFI initiatives is outlined in AFI 90-1001.

Unit SATAF Point of Contact/Project Officer—Individual appointed by the unit commander to serve as the unit-level point of contact for SATAFs. Specific duties of the Unit SATAF Point of Contact/Project Manager can be found in NGB/A3Z Guidebook 1, ANG Unit SATAF Project Manager Guidebook (see Attachment 1).

Attachment 2

NGB/A3Z CONTACT INFORMATION

Mailing Address:
NGB/A3Z
1411 Jefferson Davis Highway
Arlington, VA 22202-3231

FAX: Commercial: (703) 601-2830   DSN: 329-2830

E-Mail: ngb.a3z@ang.af.mil

Internet:

1) Via AF Portal:

a) From AF Portal (https://www.my.af.mil), select Bases-Orgs-Functional Areas > MAJCOM
A-Z Listing >Air National Guard > Sub-Organizations > A3 > A3Z, or

b) Directly using URL: https://www.my.af.mil/gcss-
af/afp40/USAF/ep/globalTab.do?command=org&pageId=681742&channelPageId=-1020787

2) Via A3Z Communities of Practice (CoP) on Air Force Knowledge Now (AFKN):

a) Air Force Knowledge Now (https://afkn.wpafb.af.mil), ANG Action Group Communities of
Practice (CoP) under "Operations"

b) Directly from AFKN URL: https://rso.my.af.mil/afknprod/ASPs/
CoP/OpenCoP.asp?Filter=OO-OP-AN-19

Attachment 3

SAMPLE SATAF SCHEDULE

MONDAY	As Required	Team Travel
TUESDAY	0800 - 0830	In-Brief
	0830 - 0900	Chairperson/Co-Chairperson Briefing
	0900 - 1500	Working Group Meetings
	1500 - 1600	Integration Meeting
WEDNESDAY	0800-0900	Planning & Resources Briefing
	0900 - 1200	Working Group Meetings
	1000	Working Group Products due to Admin
	1500	Out-Brief
THURSDAY	As Required	Team Travel